

U.S. AIR FORCE TRANSFORMATIONAL INITIATIVES

CSAF'S PRIORITIES **Win Today's Fight** **Take Care of Our People** **Prepare for Tomorrow's Challenges**

The USAF approach to transformational change is centered on three principal elements and their interactions:

- Advanced technologies that yield new capabilities
- New concepts of operations that produce orders of magnitude increases in desired effects
- Organizational change that enhances our ability to execute national guidance -- the National Security, Defense and Military Strategies (NSS, NDS and NMS)

ORGANIZE:

Streamline for Warfighting

Normalized presentation of warfighting forces for Combatant Commanders

- Focused Major Commands (MAJCOMs) on oversight
- Focused Numbered Air Forces (NAFs) on warfighting
- Standardized organizational template for MAJCOMs and NAFs
- Standardized Joint/Combined Air Operations Centers (CAOCs)
- Institutionalized Air Component Coordinating Elements (ACCE) in warfighting HQs
- Evaluated Director of Space Forces (DIRSPACEFOR) manning in all AORs
- Evaluating interdependent benefits of USAF as Executive Agent (EA) for medium- and high-altitude Unmanned Aerial Vehicles (UAVs)
- Stood up USAF Cyber Command

Restructured the Air Staff

- Implemented Air Force-wide J-Staff template (A1 through A9)
 - o Separated Intel function from A3 and stood up A2 with Lt Gen in leadership role
 - o Stood up separate Studies & Analysis/Lessons Learned function (A9) with SES in leadership role
 - o Stood up Global Combat Support (AF/A4/7Z) Directorate
- Reorganized "CHECKMATE" (HAF/CK) to support CSAF directly by focusing on strategic planning and initiatives, while exploring opportunities within joint, coalition and Interagency warfighting template (invited USN, USMC, USA, USCG & RAF, RAAF, FAF, CAF participation)
- Established: Heritage to Horizon Group, CSAF Civic Leader Group, CSAF's Flight

Major Command Restructuring

- Reduced existing MAJCOM Headquarters overhead
- Transferred Combat Search and Rescue (CSAR) mission area back to the Combat Air Force
- Evaluating transfer of A-10s to AFSOC
- Restructuring and updating RED FLAG and Aggressors
- Established Lead Command or Forward Operating Agency (FOA) for Air Force range utilization

Wing Restructuring

- Stood up separate Air-to-Ground (A/G) Operations Wing to consolidate all A/G activities in a single wing and NAF
- Aligned Fighter and Combat Search and Rescue Wing maintenance functions according to mission

Enhance Total Force Integration (TFI) – Regular, Guard, and Reserve Components

- Executing all phases of Air Force TFI plan
- Aligned Total Force personnel policy, structure, execution
- Formalized TFI policies and practices to access sufficient Air Reserve Component forces without the need for involuntary mobilization
- Increasing “associate” arrangements for Regular, Guard, and Reserve units
- Executing UAV squadron stand up in Guard units (CA, NV, AZ, TX, ND, NY) as well as Reserve units

Optimize Manning and Operations by Consolidating:

- UAV operations in a single wing
- Combat Search and Rescue (CSAR) operations in a single wing
- Aggressor activities into a single wing at Nellis AFB
- Multiple War Fighting Centers into one USAF Warfare Center at Nellis AFB
- Multiple Weapons Schools into one USAF Weapons School at Nellis AFB
- Air Expeditionary Force (AEF) Center under Air Force Personnel Center

Optimize Deployments for Airmen

- Linked deployments with reassignment process to ensure predictable rotations
- 100% of Airmen aligned to AEF deployment cycles
- Continue to evaluate deployment tour length for aviation and non-aviation units (Regular, Guard, and Reserve)
- Reduced and grouped Air Force Specialty Codes to deployable clusters
- Minimize non-unit deployments
- Converting long-standing individual augmentee (IA) requirements to 365-day deployments

Increase, Broaden and Re-focus Air Force Partnerships across Air, Space, and Cyberspace Domains

Joint Partnerships

- o Including Joint and Coalition partners in Joint Terminal Attack Controller (JTAC) training
- o Reinvigorating exchanges with USN/USMC Weapons School
- o Formalizing joint tactics, techniques and procedures publications in a single squadron at Nellis AFB (Navy & USMC already present...re-invited Army to join)

Interagency

- o Enhanced USAF – NRO relationships

Strategic/International Partnerships

- o Reinvigorating existing Coalition Air Force-to-Air Force relationships (UK, France, Australia and Canada) to foster strategic partnerships
- o Increased PME opportunities for coalition partners
 - Inviting key Coalition partners to participate in Air University’s School of Advanced Air and Space Studies
 - UK, Australia already present
 - Canada and France invited
- o Increasing number of Military Personnel Exchange Program (MPEP) exchange billets:
 - RAF pilots in F-22A, B-2, F-117

- Inviting RAAF
- RAF, RAAF in Aggressors
- Invited CAF
- o Evaluating inclusion of French Air Force in Aggressor activities
- o Strengthening strategic international partnerships for equipment programs
 - F-35A
 - C-27 Joint Cargo Aircraft (JCA)
- o Exploring additional global Air Force-to-Air Force relationships to provide insights into regional operations, created potential capacity/partnering opportunities, and enhance strategic capacity
- o Hosted Global Air Chiefs Conference (some 95 nations took part)

Strengthen Air Force Strategic Communications

Internal

- o Published Airman's Creed
- o Streamlined internal communication tools
- o Launched CSAF Scope
- o Launched CSAF Vectors
- o Launched "All Airmen" e-mails

External

- o Established 24/7 Strategic Communications/Public Affairs (CM/PA) Operations Center
- o 2007 Strategic Communication Road Show
- o Increased Media Engagement at all levels
- o Established "Portraits in Courage" series to highlight the heroic contributions of Airmen in the Long War
 - Published two volumes in the series
- o Executing 2008 Recruiting, Marketing & Branding Campaign

Published CSAF's White Paper as definitive statement of intent

TRAIN:

Eliminate Inefficiencies in Existing Training

- Evaluate training to ensure we're training like we fight (Ready Aircrew Program/training currency)
- Evaluate current ancillary training and additional duties to identify what we can stop doing
- Assess end-to-end training to eliminate duplication between training courses

Full Spectrum, Cross-Domain Combat Training

- Consolidating all RED FLAG / COPE THUNDER composite force training into a single RED FLAG activity and merge all Alaska and Nevada operations into one template
- Streamlining and consolidating all training range activities with clear focus on advanced composite force training, "real world" rehearsals, development/validation of theater-specific tactics, techniques and procedures, as well as 5th generation test/evaluation
- Finalizing aircraft training range updates to integrate kinetic and non-kinetic operations with Command and Control (C2)
- Consolidating all Aggressor activities into one command
 - o Flying operations, IADS, Space, Information Operations, Cyber, Intelligence, threat exploitation, etc.
- Evaluating and refocusing relevance of all USAF Weapons School syllabi

Strengthen All Parts of Airmen's "Continuum of Learning"

Accessions

- o Re-evaluating recruiting and retention programs; sustain Career Recruiter Force

- o Refocusing Basic Military Training (BMT) on joint expeditionary combat skills and extending the course to accommodate new approaches to combat preparation and life saving skills
- o Refocusing efforts on providing more enlisted opportunities for U.S. Air Force Academy (USAFA) attendance (from Regular, Guard, and Reserve units)
- o Exploring opportunities for Guard and Reserve personnel to attend USAFA and serve active commitment full time in Reserve units
- o Standardizing Total Force accessions (USAFA, Reserve Officer Training Corps/ROTC, Officer Training School/OTS) and evaluating a common training location for OTS

Technical Schools

- o Refocusing all USAF technical schools on joint expeditionary combat skills
- o Consolidating ground combat specialties into a single course under Common Battlefield Airman Training (CBAT)
 - Exploring enhanced partnerships with Army training
 - Securing best location

Professional Military Education (PME)

- o Standardized Total Force PME (all levels, all ranks)
- o Evaluating faculty selection criteria for USAFA, ROTC, OTS, Air University (AU) focusing on “credentialed” combat-experienced “role models”
- o Reinvigorated Air University’s focus on joint war fighting lessons learned
- o Ensuring continued developmental education at all levels
- o Included language training in upper-level PME (Air Command and Staff College/ACSC, Senior Non-Commissioned Officers Academy/SNCOA, and Air War College/AWC) syllabi
 - Chinese, Arabic, Spanish, and French language options for each student
- o Included Air Force heritage in all Developmental Education
- o Increased Legislative Fellows to 40-plus level

Senior Officer Preparation

- o Strengthen prep for officers for JFACC/CFACC, ACCE, CAOC staff
- o Strengthen prep for joint assignments, CAPSTONE, joint schools and command

Improve Force Development

- Implementing Air Education and Training Command (AETC)/AU flight plans for further developing:
 - o Intel professionals
 - o Space professionals
 - o Cyber professionals
 - o Public Affairs professionals
- Strengthened Space Operations education and training opportunities
- Developing Cyberspace Training Strategy for cyber forces
- Refocused entire enterprise on effective Rated Management System and practices, and fielded a more effective analytical tool for better understanding rated force dynamics

Improve Airmen’s Education and Strategic Thinking

- Re-established a strategic-level journal for AU to encourage a more robust exchange of ideas (Strategic Studies Quarterly)
- Ensured continued voluntary educational opportunities at all levels
- Finalizing and implementing the revised “Continuum of Learning” force-wide

- Refocused AU syllabi on bolstering cultural, language and academic skills
- Evaluated current force language skills and regional experience
- Refocusing AU on developing “Continuum of Learning” opportunities for enlisted and officer (and spouses) degrees and advanced degrees
- Ensuring advanced educational opportunities for all Airmen
- Finalizing and implementing plans for Distance Learning at all levels
- Reinvigorated AU on joint strategic thinking and refocus each enlisted / officer course syllabi on war fighting skills and war fighting ethos

Take Care of Airmen and Families

- Executing programmed Airman and Family Readiness Center transformation
- Strengthened all pre-deployment, deployment and post-deployment member and family wellness programs
- Executing programmed Family Housing upgrades & privatization
- Execute programmed Family Support Center enhancements

EQUIP:

Optimize Air Force Acquisition System and Procurement Policies

- Injected Air Force Smart Operations (AFSO) analysis in every Air Force process
 - o Based on Lean business practices
- Executing AFSO initiatives to reduce costs, eliminate waste and inefficiency
 - o In warfighting operations
 - o In the acquisition process at every level
- Implemented “Air Force Transparency”
- Ensured full visibility and fidelity of contracts at every level
- Normalized all Acquisition Programs (including space acquisition)
 - o Standardized the use of best practices and efficiencies
- Streamlined space acquisition process with “Back to Basics” and “Block Approach”
- Streamlining space launch and space ops opportunities with NRO and other DOD entities
- Exploring streamlining and accelerating UAV procurement and deliveries through a single Executive Agent for the DOD-wide effort

Accelerate Delivery of Advanced Capabilities to Combatant Commanders

- Aggressively expediting acquisition and operational fielding of Air Force acquisition priorities: new tanker (KC-X), new Combat Search and Rescue Helicopter (CSAR-X), space systems, F-35A, Next Generation Bomber
- Preserving the industrial base of our nation to produce Air, Space, and Cyber effects
 - o Ensuring the F-35A program delivers to specification, schedule and within budget
 - o Contract the F-22A Lot 6 purchase as quickly and efficiently as possible
 - o Negotiate and put on contract an F-22A multi-year procurement
 - o Expedited Analysis of Alternatives for the Next Generation Bomber program
 - o Aggressively pursued the C-27 Joint Cargo Aircraft contract
 - o Ensured executability of Combat Search and Rescue aircraft (CSAR-X)
- Investigated multi-year procurement options
 - o Aggressively pursued contract for the new tanker aircraft (KC-X)
- Ensuring automated aerial refueling (AAR) capability
- Focused on QDR-mandated time lines for Next Generation Bomber and options to meet the 2018 IOC timeline
- Evaluating additional modifications to existing HH-60G (CSAR) inventory
- Delivering Unmanned Aerial System (UAS) solutions

- o Expediting deliveries of all UAV systems and “flesh out” units at earliest opportunity
- o Tested and delivered revolutionary new capability which provides a data-link from a UAV to another airborne asset or a ground based asset (ROVER)
- o Executing existing MQ-1 and MQ-9 programs to deliver global, deployable capacity for

Combatant Commanders

- o Expediting RQ-4 Multi-Platform Radar Technology Insertion Program integration
 - o Executing RQ-4 (Block 20) Program
 - o As RQ-4 Global Hawk demonstrates capability retire excess U-2 inventory
- Expediting:
 - o A-10 modifications
 - Wings, gun mounts, landing gear, precision strike/PRECISION ENGAGEMENT (A-10C), IRCM, ARC-210 radio
 - A-10 Urban Close Air Support (Hellfire II) integration
 - o Procurement and delivery of advanced targeting pods (ATP)
 - o Replacement of USAF side arms with new joint developed side arm
 - o Joint Precision Airdrop System (JPADS) procurement
 - o Equipage of our low density/high demand systems
 - o Installation of F-15C active electronically scanned array (AESA)
 - o Installation of F-15E joint helmet mounted cueing systems (JHMCS)
 - Validating:
 - o C-5A re-engine program
 - o C-130E Avionics Modernization Program (AMP)
 - o C-130H modifications, AMP for theater and SOF mission areas
 - o C-130J requirements to meet theater and SOF demands
 - o Timing for new SOF C-130 Tankers
 - o Options on joint undergraduate helicopter training aircraft
 - Evaluating:
 - o Opportunity for AC-27 capability to support global SOF demands
 - o Options on engine upgrades (Propulsion Upgrade Program/PUP)
 - o Options on Counter-Insurgency (COIN) aircraft
 - o Operationally Responsive Space (ORS) programs
 - Evaluated SECDEF’s National Space Policy Guidance against AF 08 POM

Recapitalize and Modernize our Air, Space, and Cyber forces

- Published AF-level recapitalization / modernization plan
- Shared Total Force Roadmaps with the States Adjutant Generals
- Published the Planning / Required Force to determine “Future Force”
 - o Revalidate B-52H force structure
 - o Retire a portion of the B-52H inventory
 - o Retire F-117A inventory
 - o Retire excess KC-135E inventory
 - o Retire excess C-130E inventory
 - o Revalidate strategic airlift programs to ensure highest return on C-17/C-5 mix given emerging land component and Army Future Combat System requirements
 - o Retire excess C-5A inventory relative to overall strategic airlift capability options
- Upgrading VC-25A Airborne Information Management System
- Evaluating and expediting DV/VIP/Special Airlift Mission (SAM) Gulfstream III C-20B replacement

Improve Air Force Uniforms and Individual Equipment

- Reinvigorating USAF Uniform Board
- Developed and fielded new Airman Battle Uniforms (ABUs)
 - Provided more useful field utility uniform and incorporated legacy styling while increasing usability
 - Expedited delivery, availability and wear of ABUs
- Conducted first review of women's uniform items
 - Re-designed uniform fit and size options to better accommodate females
- Developed new Service Dress Uniform
- Developed Combat Medal
- Developed Air Staff Badge
- Evaluating and fielding individual equipment sets for "outside the wire" operations

Energy Efforts

- Increasing Energy Conservation Efforts
- Strengthening Alternative Energy Efforts

CSAF Sponsored Conferences

2005

Airmen Talks South	1-2 Nov 05
CORONA Fall	3 Nov 05
AU Planning Conference	Nov 05

2006

Leadership Forum	17 Jan 06
Senior Statesman Symposium	19 Jan 06
Civic Leaders (Nellis AFB)	9 Feb 06
4-Star CSAF Conference	31 Mar 06
Airmen Talks South	15 Jun 06
Senior Leadership Forum	20 Jun 06
Civic Leaders (Randolph AFB)	22 Jun 06
CORONA Top	12-13 Jul 06
Heritage to Horizons	24 Jul 06
Intel Summit	2 Aug 06
Blue Summit	22-23 Aug 06
Space Summit	7 Sep 06
60th Anniversary Kick-Off	13-15 Sep 06
Civic Leaders (AFA)	24 Sep 06
AFA Conference	25-27 Sep 06
CORONA Fall	11-13 Oct 06
Cyber Summit	16 Nov 06
Strategic Communication Summit	19 Dec 06
CORONA South	30-31 Jan 06

2007

Leadership Forum	9 Jan 07
Senior Statesmen Symposium	11 Jan 07
Programming Summit	12 Jan 07
Williamsburg Talks	18-21 Jan 07
Civic Leaders (Air University)	15 Feb 07
CSAF NCO Forum	13 Mar 07

MAJCOM CC Conference	23 Mar 07
CSAR Summit	4 Apr 07
Marine-Air Force Warfighter Talks	9-10 Apr 07
Civic Leaders (Colorado Springs)	11-13 Apr 07
AQ Summit	23 Apr 07
CORONA Top	6-8 Jun 07
Airman Talks North	13-14 Jun 07
Senior Enlisted Leadership Summit	20-27 Jul
AF Senior Leaders Symposium	26 Jul 07
Navy-Air Force Warfighter Talks	1-2 Aug 07
SERE Summit	10 Aug 07
AFSO21 Summit	22 Aug 07
Warfare Center Summit	23 Aug 07
Global Air Chiefs Conference	21-29 Sep 07
Civic Leaders (AFA)	23-27 Sep 07
Army-Air Force Warfighter Talks	5 Oct 07
AF Roadmap Summit	23 Oct 07
Civic Leaders (AOR)	Nov 07
AEF Forum	14 Nov 07
CORONA Fall	30 Oct-3 Nov 07
Air Reserve Component Roadmap Summit	5 Dec 07
AFSO21 Council	10 Dec 07

2008

Leadership Forum	8 Jan 08
Senior Statesmen Symposium	10 Jan 08
Army-Air Force Warfighter Talks	23 Jan 08
Squadron CCs/1st Sergeants Summit	24 Jan 08